

Managing Patrol Operations

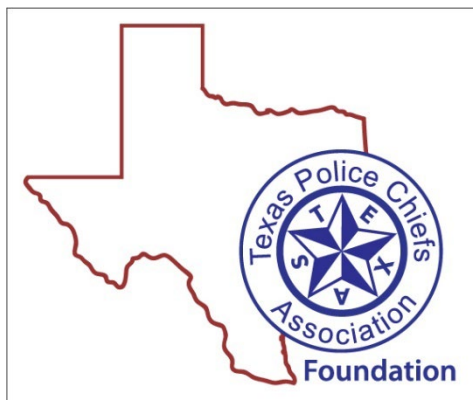
16 Hours – TCOLE Course #37003



Presented by:

***Texas Police Chiefs Association
Foundation***

P.O. Box 819, Elgin, Texas 78621



Welcome to a Texas Police Chiefs Association Foundation (TPCAF) training session. Thank you for participating in some of the best leadership focused training in Texas. Whether you are seeking the coveted Law Enforcement Command Officer Professional (LECOP) status or taking an individual class to sharpen your skill set, we hope you find this class personally and professionally rewarding.

Proceeds from training sessions like this support the TPCA Foundation's work, including the Fallen Officer Fund. The Fallen Officer Fund provides a \$10,000 check to the family of any peace officer killed in the line of duty in Texas. This includes Federal, State, county, local, and other peace officers working in Texas. The goal of the Fallen Officer Fund is to assist the family with any immediate needs by providing funds within 24-48 hours after the line of duty death. The family of a fallen officer should not have to worry about having money to pay a bill, flying in family from out of town, buying groceries, or any other need. Your attendance at this training session directly supports these families.

We encourage you to consider becoming a member of the Texas Police Chiefs Association (TPCA). TPCA is the largest association of police leaders in Texas and one of the largest state police chiefs associations in the nation. TPCA provides members with professional networking opportunities, a voice on legislative matters, resources, training opportunities, and access to model policies through the Texas Law Enforcement Accreditation Program. Please visit www.texaspolicechiefs.org for more information.

We hope you will check out our course catalog at [Texas Police Chiefs Association Conference & Training Site](#) to learn more about other training opportunities available.

Please consider donating to the Fallen Officer Fund

TEXAS POLICE CHIEFS ASSOCIATION FOUNDATION

To make a difference, please scan below



TEXAS POLICE CHIEFS ASSOCIATION FOUNDATION

TRUCK RAFFLE

2025 Chevrolet Trail Boss Valued at \$60,000
Approximate Value

 100% of Proceeds Benefit the TPCAF Fallen Officer Fund

Tickets
\$100 each

[Click Here To Purchase](#)

Drawing to be held:
April 17, 2025

Winner need not be present to win

[SCAN ME](#)



Winner assumes responsibility for all taxes and registration fees.

TPCA Foundation | PO Box 1030 | Elgin, TX 78621 | www.texaspolicechiefs.org



TPCA Training



Open To All Texas Law Enforcement Agencies

-  Classes offered throughout different regions of Texas
-  Aims to provide the very best of executive and command level training for chiefs, commanders and supervisors to lead and manage throughout their organizations
-  Classes are focused on leadership with common themes of fairness, dignity, respect, trust and non-biased practices that create healthy organization and community confidence.

Details &
Registration
Here



TRAINING TOMORROW'S LEADERS TODAY!



LECOP

Law Enforcement Command Officer Program

Earn acknowledgment as a trained Law Enforcement Command Officer by completing a series of 10 training courses. Classes are open to all Texas Law Enforcement Agencies and designed to develop leadership skills and apply those skills to specific assignments.

TRACK A

Focuses on Individual Leadership Skills

TRACK B

Focuses On Leadership In An Organization & Influencing Culture



TEXAS POLICE CHIEFS ASSOCIATION

66th Annual Conference

APRIL 14-17, 2025
Galveston Convention Center



Training Opportunities

200+ Vendor Booths

Speakers

Golf Tournament

Run 2 Remember

Networking



Plan on attending the annual TPCA Conference.

Register at [Texas Police Chiefs Association Conference & Training Site](#)

Texas Law Enforcement Accreditation Program



The Texas Police Chiefs Accreditation Program allows Law Enforcement Agencies to voluntarily demonstrate compliance with over 170 best practices, developed by professionals, to ensure efficient service delivery and protection of individual rights.



External Review of policies & operations



Enhances knowledge of policing & procedures



Decreased exposure to liability risk & cost



Demonstrates to the community the police department meets or exceeds the highest standards of Law Enforcement excellence





WHAT YOU NEED TO KNOW:

- Open to all Law Enforcement Agencies
- Financial obligations: new application fee, annual program fee, travel costs for review team
- Program manager is required to complete 8 hours of program training - Agency heads are highly encouraged to attend
- Agency has two years to complete the process
- Accredited status is granted for four years. During this period, agencies are required to submit annual reports to demonstrate ongoing compliance with relevant standards
- Participating entities may qualify for scholarship to cover initial fee



www.texaspolicechiefs.org

PROFESSIONAL SERVICES



The Texas Police Chiefs Association (TPCA) is the largest association of police executives in Texas and one of the largest state police chiefs associations in the country. With a diverse group of experts in all areas of policing, TPCA provides a wide range of professional services to Texas governmental entities.

Police Chief Search and Selection

Staffing Studies

Executive Level Training

Comprehensive Organizational Studies

Strategic Planning

Accreditation Program

POLICE CHIEF SEARCH AND SELECTION

The Texas Police Chiefs Association offers valuable technical assistance in evaluating resumes and pinpointing credible candidates. Utilizing these resources can enhance your ability to choose the most suitable candidate for your department. Additionally, the Association can deliver a comprehensive selection process, typically at a significantly lower cost than many consulting firms.

STAFFING STUDIES

We provide Staffing Studies that use the IACP and ICMA recommended workload models to determine the staffing options for various policing strategies.

COMPREHENSIVE ORGANIZATIONAL STUDIES

A comprehensive Organizational Audit is beneficial, as it examines all departmental operations to ensure adherence to legal standards and best practices. This evaluation provides an analysis of crime control strategies, necessary staffing levels, and may include an anonymous employee survey.

STRATEGIC PLANNING

A roadmap providing organizational direction can be an effective management and budget tool. TPCA can assist law enforcement agencies in developing a strategic plan and can facilitate the strategic planning process for other city departments.

EXECUTIVE LEVEL TRAINING

TPCA provides quality training around the state. The Law Enforcement Command Officers Program (LECOP) offers a series of 10 courses to command level officers and supervisors covering the full range of law enforcement operations including Developing Leaders, Managing Administrative Operations, Patrol, Traffic, Special Operations and Criminal Investigations. Upon completing the full course series, they receive a LECOP Certificate and special recognition. All TPCA classes emphasize the importance of Leadership.

ACCREDITATION PROGRAM

A nationally recognized program with over 170 standards outlining best practices for law enforcement agencies in Texas. This program includes independent review of policies and operations of an agency, ensures efficient service delivery to the public, protection of individual rights, and decreased exposure for liability and risk.

FOR MORE INFORMATION PLEASE EMAIL
GELLIS@TEXASPOLICECHIEFS.ORG
OR CALL 512-281-5400



Table of Contents

- Texas Police Chiefs Association Foundation
- Instructor Bio
- Managing Patrol Operations Presentation
- Abstracts and Overviews of Studies and Programs
- Patrol Staffing Computation



Texas Police Chiefs Association Foundation

Overview and Macro Curriculum

Managing Patrol Operations

Rationale:

This class will prepare you to understand the options available for organizing the patrol function within your department to be most productive and to use your resources to the greatest extent. Our citizens expect the police to be there when they call and our city governments expect us to do so with the least resources possible. Walking that tightrope is always a challenge.

Overview:

This 16 hour course is designed for Chiefs, Patrol Commanders as well as Patrol Supervisors. This course allows agencies to understand and manage the forces that impact your ability to provide patrol services in your community. The class addresses most of the contemporary issues that trouble Patrol Operations.

Course Goals:

At the conclusion of this course, the participant will:

1. Understand the major police patrol experiments and results from national studies.
2. Understand the advantages and disadvantages of different Patrol Shift options.
3. Understand effective patrol tactics and strategies.
4. Understand staffing options and methods of determining appropriate staffing.
5. Relate useful leadership cues to patrol operations to provide a healthy organizational culture.

Schedule of Topics:

Day One	0800-0900 hrs	Welcome, Registration and Introduction
	0900-1000 hrs	The Police and Patrol Missions
	1000-1200 hrs	Overview of Research and History
	1200-1300 hrs	Lunch
	1300-1500 hrs	What Works, Doesn't Work and What We Don't Know
Day Two	1500-1700 hrs	Patrol Staffing – Various Models and the TPCA Model
	0800-1000 hrs	Shift Decisions
	1000-1100 hrs	The Effects of Sleep Deprivation
	1100-1200 hrs	Supervision, Various Roles
	1200-1300 hrs	Lunch
	1300-1400 hrs	Audits and Inspections
	1400-1600 hrs	Leadership and Morale
1600-1700 hrs	Leadership, Motivation and Organizational Dynamics	

Instructors:

Marlin R Price, Chief of Police (ret.)	Administrative Services Manager, Plano Police Department
Scott Holt, Chief of Police	Lorena Police Department



Texas Police Chiefs Association

Instructor Bio

Chief Marlin Price (ret.)

Chief Price served in the Dallas Police Department from 1972 until 2000, retiring as the Assistant Chief of Police over the Special Investigations Bureau. During his tenure with DPD, he served in every rank from Police Officer to Assistant Chief, holding various commands during that time. He graduated from DPD Police Academy Class #123 after being elected Class President. He was assigned to Southeast Patrol until promoting to Sergeant in 1976 and being assigned as a Jail Supervisor. In 1977, Chief Price was promoted to Lieutenant and assigned to the Property Division. Promoted to Captain in 1979, he held commands in the Identification, Personnel, Planning and Research, and Crimes Against Persons Sections until being promoted to Deputy Chief of Police in 1985. As a Deputy Chief, he commanded the Criminal Investigations Division and the Southwest Patrol Division. In 1988 Chief Price was again promoted to the rank of Assistant Chief of Police. At that rank he commanded the Professional Standards Bureau, the Northeast and Southwest Patrol Divisions, the Criminal Investigations Bureau and the Special Investigations Bureau. From 2000 until 2005, after retiring from the Dallas Police Department, Chief Price served as Chief of Police for Southlake, Texas. He supervised a total of 58 sworn and 3 non-sworn officers providing both police and public safety services to a city of 23,000 population. He also served as the Administrative Division Commander of the Plano Police Department from 2017 until 2022.

Chief Price is known as a law enforcement management consultant and served as a CALEA assessor and team leader from 2001 to 2007. He was the Program Director for the TPCA Foundation's Best Practices Recognition Program at its inception, overseeing and facilitating the creation of the program which has continued to thrive. Chief Price is a graduate of the FBI National Academy, the SWLEI Command and Management School and the PERF Senior Management Institute for Police. He holds a Master of Public Administration Degree from North Texas State University and a Bachelor of Science Degree in Law Enforcement and Criminal Justice from Sam Houston State University. He is a member of the International Association of Chiefs of Police, the Texas Police Chiefs Association and the North Texas Police Chiefs Association. Chief Price is a veteran, serving as a Helicopter Crew Chief in Vietnam and a Helicopter Technical Inspector at Fort Wolters, Texas upon his return.



Texas Police Chiefs Association

Instructor Bio

Chief Scott Holt

Chief Scott Holt has the honor of being the department head for the Lorena Police Department after retiring from the Waco Police Department after 28 years.

Chief Holt holds a Master of Science and Bachelor of Science in Criminal Justice from Texas A&M – Commerce and is a graduate of the Leadership Command College (LCC), The Institute of Law Enforcement Administration’s Executive Leadership (ILEA), Texas Police Chief’s Law Enforcement Command Officer’s Program (LECOP), and other extensive leadership trainings.


Chief Holt serves as an adjunct instructor at Texas A&M University at Commerce and teaches for the Texas Police Chief’s Association. He also serves as the Secretary for the Central Texas Area Chiefs of Police and Sheriff’s Association and on the Board of Advisors for the

Heart of Texas 100 Club.

“I am honored and humbled to be in a position to serve this organization. I am surrounded by men and women who mentored and molded me into the public servant I am today. There is no better calling than to serve your fellow man.”



Chief Scott Holt

Texas Police Chiefs Association Foundation
"Courses Focusing on Leadership"




Managing Patrol Operations

16-hour Course for Patrol Supervisors, Commanders, and Chiefs
(TCOLE Course #3903)


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Law Enforcement Command Officer Program (LECOP)

- 10 Course Program
- Designed to encourage and provide comprehensive leadership development to current and future law enforcement leaders
- Focused on the science of leadership, organizational dynamics, and developing the heart of a leader
- Specifically designed to equip Command Officers with critical knowledge
- Upon completion, and with the recommendation of the Chief Administrator, the recipient will receive their LECOP designation.

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Introductions

- Name and Rank
- Department and Number Sworn in Patrol
- Your Current Assignment
- Special Interest – what you are hoping to get...
- Any Agency Problems / Issues

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What's in Store.....

- Mission of Police – What should we be doing?
- History of Patrol Operations Research
- Effective Patrol Strategies and Tactics
 - What works to reduce Crime
- Three Pieces of Deployment
 - Staffing level
 - Shift Patterns
 - Beat or Sector Design
- Supervision
 - Audits and Inspections
- Leadership, Culture, & Morale




Hannibal Police Department
Mission Statement

The mission of the Hannibal Police Department is to enhance the quality of life for our community now and in the future. We will achieve this goal by setting the highest standards of professionalism and providing a progressive level of service and protection to the public.

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The Police Mission...


- Why do we exist?
 - "Law Enforcement?"
 - Respond to Citizens Calls for Help?
 - Patrol?
- Or should we be trying to prevent crimes before they happen?



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The Police Mission...

- Traditional Policing Beliefs:
 - Random neighborhood patrol reduces crime
 - Rapid response to Calls reduces crime
 - Arresting law violators reduces crime
- How Successful are we using these techniques?




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The Police Mission...

- National Victimization Study (Dept of Justice)

Percent of Crimes Reported to Police	2021	2022	2023
Rape	21.5	21.4	46.0
Robbery	60	64	42.4
Aggravated Assault	60.5	49.9	57.1
Burglary	41.5	44.9	42.2
Theft	26.1	26.4	24.8
Auto Theft	76.9	80.9	72.4




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The Police Mission...

- Average Clearance Rates for Crimes in Texas


Percent of Crimes Reported to Police Cleared	2021	2022	2023
Murder	56%	54%	59.8%
Rape	18%	20%	19.7%
Robbery	20%	20%	21.8%
Aggravated Assault	35%	36%	38.7%
Burglary	8%	8%	9.6%
Theft	8%	9%	10.5%
Auto Theft	9%	9%	7.5%



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The Police Mission...

- What would the average citizen want today?
 - Continue doing things the way we have been for the last 100 years???
 - Start doing things that prevent crimes from happening in the first place.
 - Who makes that decision?
 - Is preventing crime popular with police officers?



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Our Society – Last 25 Years




- **Changes in our Society...**
 - Technology: Computers, Software, Communications, Cell Phones, YouTube, and now Artificial Intelligence
 - Speed of Communications, News Media
 - Social Media, Twitter, Websites, Apps, TikTok
 - Population Changes, higher education
 - Civil Rights, increased scrutiny of government, BLM
 - Public opinion of OIS moves from what is legal to what is necessary



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Our Society – Last 25 Years



- **Changes in our Society...**
 - Even when it is clear that lives are at risk when force is used, questions now become, why not better managed?
 - Expectations of Emergency Aid after any use of force.
 - Two belief systems in courts
 - Final Frame
 - Officer created danger

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Our Society – Last 25 Years



- **Why are kids today different from the Baby Boomers?**
- We all come into this world with a clean slate...
 - Different upbringing, parental beliefs and experiences
 - Different personal experiences
 - Different socialization within groups
 - Military, schools, colleges, work groups, religious institutions

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The Police – Last 25 Years



- Changes in Policing
 - Expanding role of police: mental illness/homeless/addicted
 - Legal and policy changes, court decisions, legislation
 - Budget constraints, 2008 recession, COVID
 - Ferguson Effect: Greater scrutiny of police actions, BLM, media attention
 - CSI Effect: Video, Body Cameras, DNA, Jury issues
 - Changing community expectations, fairness, equity, accountability
 - Lone Wolf assaults
 - Changing addiction issues, Oxy, Fentanyl, Marijuana
- Thank goodness all the changes are over!!!

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Sir Robert Peel 9 Policing Principles

- To prevent crime and disorder, as an alternative to their repression by military force and severity of legal punishment.
- To recognize always that the power of the police to fulfill their functions and duties is dependent on public approval of their existence, actions and behavior, and on their ability to secure and maintain public respect.
- To recognize always that to secure and maintain the respect and approval of the public means also the securing of the willing cooperation of the public in the task of securing observance of laws.
- To recognize always that the extent to which the cooperation of the public can be secured diminishes proportionately the necessity of the use of physical force and compulsion for achieving police objectives.

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Sir Robert Peel 9 Policing Principles



- To seek and preserve public favor, not by pandering to public opinion, but by constantly demonstrating absolute impartial service to law, in complete independence of policy, and without regard to the justice or injustice of the substance of individual laws, by ready offering of individual service and friendship to all members of the public without regard to their wealth or social standing, by ready exercise of courtesy and friendly good humor, and by ready offering of individual sacrifice in protecting and preserving life.
- To use physical force only when the exercise of persuasion, advice and warning is found to be insufficient to obtain public cooperation to an extent necessary to secure observance of law or to restore order, and to use only the minimum degree of physical force which is necessary on any particular occasion for achieving a police objective.

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Sir Robert Peel
9 Policing Principles



- To maintain at all times a relationship with the public that gives reality to the historic tradition that the police are the public and that the public are the police, the police being only members of the public who are paid to give full-time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.
- To recognize always the need for strict adherence to police-executive functions, and to refrain from even seeming to usurp the powers of the judiciary of avenging individuals or the State, and of authoritatively judging guilt and punishing the guilty.
- To recognize always that the test of police efficiency is the absence of crime and disorder, and not the visible evidence of police action in dealing with them.

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Sir Robert Peel
3 CORE IDEAS



- The goal is preventing crime, not catching criminals. If the police stop crime before it happens, we don't have to punish citizens or suppress their rights. An effective police department doesn't have high arrest stats; its community has low crime rates.
- The key to preventing crime is earning public support. Every community member must share the responsibility of preventing crime, as if they were all volunteer members of the force. They will only accept this responsibility if the community supports and trusts the police.
- The police earn public support by respecting community principles. Winning public approval requires hard work to build reputation: enforcing the laws impartially, hiring officers who represent and understand the community, and using force only as a last resort.

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The Patrol Mission...Should Be...




- Prevention
- Detection
- Apprehension
- Response to Citizen Calls
- Traffic Management
- Emergency Services
- Protection of Rights of All

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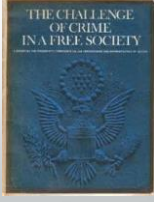
Our History



Operations Research – What works to reduce crime...

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Police Operations Research...Our History

- 1967 President Commission on Law Enforcement and Criminal Justice
- Response to the Civil Rights abuses by police
- Advocates for "Professionalism"
- Better Education and Training
- 911 System developed
- Beginning of Research by PERF and Police Foundation

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Police Operations Research...Our History



- 1973 Kansas City Preventive Patrol Experiment
- 1976 Kansas City Response Time Analysis
- 1976 Kansas City LOP and POP
- 1978 Flint Foot Patrol Study
- 1980 Birmingham Differential Call Response
- 1982 Broken Windows
- 1987 Newport News Problem-Oriented Policing

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Police Operations Research...Our History

- 1988 Minneapolis ReCap (Repeat Call Program)
- 1995 Kansas City Gun Reduction Program
- 1995 Minneapolis Hot Spot Policing Program
- 1999 Jersey City POP in Violent Places
- 2009 Philadelphia Foot Patrol Study
- 2010 San Bernadino Broken Windows Exp.




New Haven, Connecticut Smart Policing Initiative

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Police Operations Research...Our History


- 2014 Boston Operation Ceasefire
- 2014 DDACTS NIJ Publication
- 2016 New Haven Smart Policing Initiative
 - Micro-places
- 2017 Center for Evidence-Based Policing - George Mason Univ.
 - The Case for Place
- 2019 Sacramento Specific Deterrence Initiatives
 - Focused Deterrence
- 2020 Natl Acad. Of Science Proactive Policing




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Police Operations Research...Our History

- Increasing Police does not always reduce crime
- Random patrol neither reduces crime nor improves chances of catching suspects
- Saturation patrolling does reduce crime, temporarily by displacing it
- The type of crime that terrorizes citizens - the muggings, robberies, burglary, rape, and homicide is rarely encountered by patrol units
- Improving response time has little effect on the likelihood of arresting criminals
- Crimes are not usually solved through criminal investigations



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Recent Police Operations Research



- The importance of Community Trust and Legitimacy
Voluntary compliance, assistance, cooperation
- Crime concentrations and new interventions
Hot spots, directed patrols, focused deterrence, Problem-Oriented Policing
- The emergence of "Micro-places"
- Crime Prevention Through Environmental Design (CPTED)
- Evidence Based Policing
Center for Evidence Based Crime Policy = George Mason University

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Police Operations Research...Our History



So....after all that....
 What works and what doesn't???



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What We Know Doesn't Work...



- The Standard old model of Policing....
 - Random preventive patrol
 - Rapid response to calls (exceptions)
 - Intensive proactive arrest policies (and citations)
 - Zero Tolerance
 - Very Effective, But...
 Very Poor Community Reaction



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What We Know Does Work...



- Recent Research indicates that four strategies can Prevent or Reduce Crime
- Data Driven or Hot Spot Policing...
- Focused Deterrence...
- Problem Oriented Policing...
- Community Policing...

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What We Know Does Work...




- Data Driven or Hot Spot Policing...
 - 50% of all calls from 5% of places
 - Advent of "micro-places"
 - Something about this "place" leads to crimes occurring there.




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What We Know Does Work...



- Hot Spot Policing... Doing What???
- Presence alone reduces crime
- Spending 10 minutes better than driving through
- Every extra minute in area extends survival time
- Ideal time 14-17 minutes
- Proactive medium length stops on random intermittent basis

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What We Know Does Work...



- Hot Spot Policing... Doing What???
- Identify Hot Spots not only by location but also by Time of Day...
- Does little good to put officers into hot spots during early morning hours if all crimes occurring late at night.

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What We Know Does Work...



- Hot Spot Policing... Doing What???
- The 4 "Gs" of Hot Spot Policing:
 - **GO** to the hot spot. Patrol, stop vehicles and pedestrians, and investigate.
 - Spend about :15 minutes minimum. Overhead lights?
 - **GET OUT** of your car. Conduct foot patrol, be seen.
 - **GO IN** businesses, apartment complexes, abandoned houses, etc.
 - **GREET** the community members. Get to know the business owners, apartment managers, and the criminals...

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What We Know Does Work...



- Hot Spot Policing... DDACTS Analysis Training



www.tadlest.org/training/texas-dept-of-transportation/texas-ddacts-project

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What We Know Does Work...

- Hot Spot Policing... Crime Analysis Training

<https://fhonline.org/CICA>



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7 DAY CRIME TRENDS
CRIME FUSION CENTER



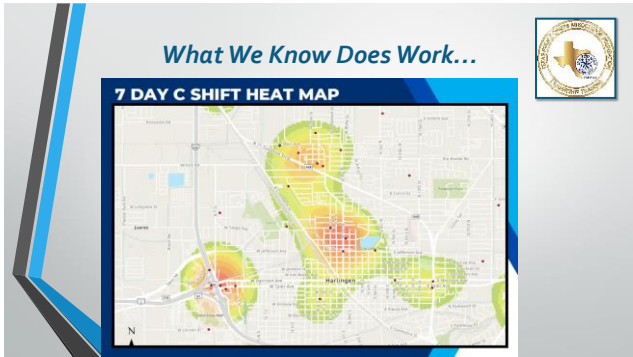
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What We Know Does Work...

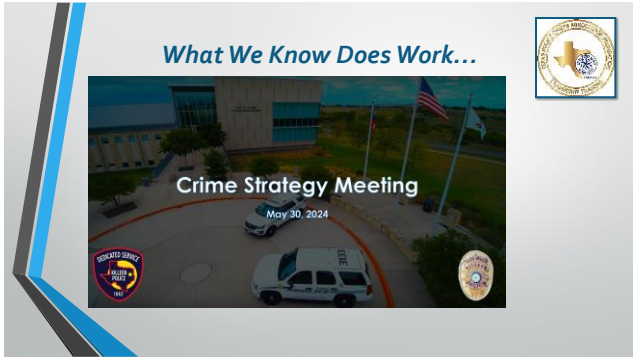
7 DAY A SHIFT HEAT MAP



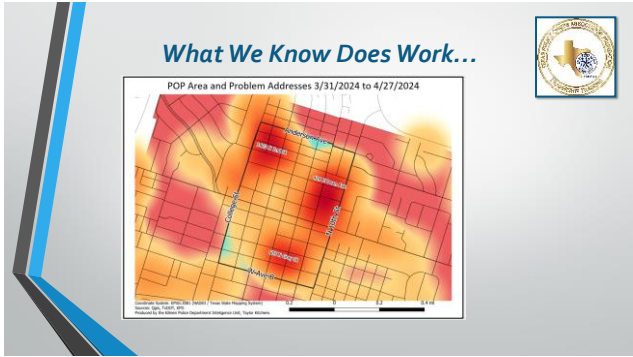
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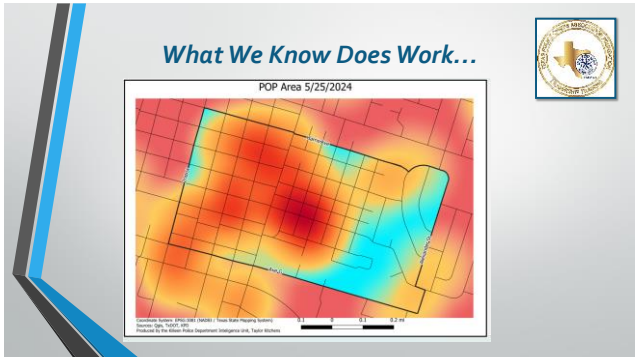
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- What We Know Does Work...**
- Hot Spot Policing... Doing What???
 - Disrupt situational dynamics
 - Increase risk or effort to offend
 - Reduce the attractiveness of the target
 - Increase guardianship
 - Increase in Misdemeanor arrests has some impact
 - But not as much as situational strategies
 - Negative Impact on legitimacy

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What We Know Does Work...



- **Hot Spot Tactics --- Apprehension**
 - Install silent alarms
 - Conduct covert surveillance
 - Identify and recruit potential Informants
 - Conduct prime-time stakeouts
 - Use decoy operations
 - Design traps for identifying suspects and customers
 - Conduct sweeps to identify possible offenders
 - Build channeling to force offenders toward observation points
 - Identify repeat offenders frequenting the area, increase enforcement
 - Use hidden camera systems

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What We Know Does Work...



- **Hot Spot Tactics --- Target Hardening**
 - Conduct a security survey of target locations
 - Operation ID
 - Visible Warning Posters "Take, Hide, Lock"
 - Develop community organizations, provide crime prevention info
 - Install visible alarms / phones
 - Install visible camera systems
 - Provide community information on crimes in the area

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What We Know Does Work...





- **Hot Spot Tactics --- Suppression**
(Increasing Guardianship)
 - Saturation patrol
 - Covert vehicle patrol
 - Intensive periodic patrol
 - Visible cameras
 - Increased lighting
 - Nuisance abatement
 - Fixed post assignment
 - Foot patrol during high offense hours
 - Problem Oriented Policing custom designed responses

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What We Know Does Work...

- Hot Spot Policing... Doing What???
- Problem Oriented strategies work best!
 - Aim at High-Risk areas
 - Chronic Problems





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What We Know Does Work...

- Hot Spot Policing... How do you do it???



1. Identify Areas and Micro-Places and times.
2. Train Supervisors and officers and provide info (data - where and what to do.)
3. Set expectations of activity in hot spots.
4. Track time and activity (calls, arrests, activities) in identified areas.
5. Evaluate crime and calls after 60-90 days.
6. Reanalyze areas, change if necessary.



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What We Know Does Work...


- Focused Deterrence - Pulling Levers
 - Boston Operation Ceasefire
 - Offenders notified of increased scrutiny, penalties
 - Focus groups identified targets
 - Underlying problems identified
 - Tailor specific strategies

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What We Know Does Work...


- Focused Deterrence.... Doing What???
- Identifying Repeat Offenders - Gangs, Chop Shops, etc.
 - Three arrests in the past four years, two in the last two years.
 - Fuginet - TDC release database
- Pay greater attention to repeat offenders
- Let them know you are watching. Contact, explain, assist.
- Spend more time preparing good cases when arrested.



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What We Know Does Work...



- Focused Deterrence.... Specifics...
- Assign officers to identify repeat offenders from local arrest data
- Use Fuginet
- Identify associates, vehicles, MOs, habitual hangouts, etc.
- Visit their home, inform them they are known, provide assistance resources, and promise increased attention and casework if offending.



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What We Know Does Work...

- Focused Deterrence

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Fuginet

WANTED PAROLE VIOLATOR

TATTOOS:
 TAT SHOUL LFT 501 CHEST
 TAT SKYLINE CENTER CHEST, CUT SCAR BY MID SD BACK,
 TAT "MURDER" FRY FACE/COCKER PIGE/FISH/INDO/SPIDER/BECK
 LFT F/ARM, TAT FACES "SUN" W/ST LFT WRD, CUT SCAR AT SD
 EYE, TAT "111" P/ST BY SHOUL, TAT "M" FRY LFT SHOUL, CUT
 SCAR P/LLY LFT WRD, TAT TOP OF TRICAL D/SD LFT ANKLE,
 TAT "MURDER" FRY/AR LFT/ST SD WRD, TAT CHAGRA W/WRN F/AR
 RT SD SHOUL
 RT SD SHOUL
 ANGELS/DEVON 6/35 F/AR L SD ABDOM, TAT BELLS FRY F/AR
 D/SD BY WRN W/ST/SH/AR, TAT "SD" BACK WRD, TAT
 ROSARY "BLISS" /S/AR/BEAR HEART/ROSES/F/LLER ENTIRE WR
 ANK, TAT "TRIST" NO B/ST/P "MURDER" FRY FACES/F/LLER
 ENTIRE BACK, TAT FRY FACE/D/SD LOWER L LEG

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What We Know Does Work...

- FUGINET
 - Parolee/Parole Violator Information
 - Photos, Associates, Prison Visitors, Vehicles Physical Descriptions
 - Addresses confirmed by Parole Officer visits
 - Mapping of addresses
 - Offenses / History
 - Gang Affiliation/SMT/Prison tats
 - https://www.tdci.texas.gov/php/prod/oig_fuginet_app/

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What We Know Does Work...

- Problem Oriented Policing
- Identifying Problems – Crimes, Calls, Community Issues, etc.
 - Digging deep to find the causes of the problems
 - Designing and implementing specific solutions – not always a police response
 - Conduct follow-ups to see if the problem is solved.
 - Revise as needed.

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What We Know Does Work...



- Problem Oriented Policing
 - Not just for hot spots
- SARA
 - Scanning
 - Analysis
 - Response
 - Assessment



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What We Know Does Work...




- Problem Oriented Policing ---- How???
- Department Commitment
- Training (SARA and clear examples)
- www.popcenter.org
- Failures: Shallow problem solving,
- Lack of continued commitment...




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What We Know Does Work...




- Problem Oriented Policing ---- How to do it...
 1. Require all patrol officers (or a selected few) to complete a four-hour course on Problem-Oriented Policing. (certificate)



57

What We Know Does Work...




- Problem Oriented Policing ---- How to do it...
- 2. Require all trained officers to individually identify three potential problems to work on. (Scanning)
- 3. With the officer, decide on the particular issue each officer will work on.
- 4. Begin a detailed analysis of the causes of the problem. (Analysis)

Examine history, read prior offenses, look for chronic offenders, examine environmental factors, review prior calls for service, talk to area residents and other officers, contact other city functions like planning department and public works about future plans for the area.

58

What We Know Does Work...



- Problem Oriented Policing ---- How to do it...
- 5. Develop possible solutions to impact causes.
 - www.popcenter.org
 - www.crimesolutions.gov
 - www.campbellcollaboration.org
 - <https://portal.cops.usdoj.gov/resourcecenter/Home.aspx>
(search "POP Guide" or specific problem.)
 - The Playbook (USB drive)
- 6. Implement the selected solution(s).
- 7. Evaluate, modify, or continue as needed.

59

What We Know Does Work...



- Community Policing ----
- Broad range of programs
 - Most have some form of community involvement or consultation
 - Some decentralization
 - Some use of Problem Solving
 - No evidence of crime reduction
 - Increased Citizen satisfaction
 - Builds trust and legitimacy



60

What We Know Does Work...

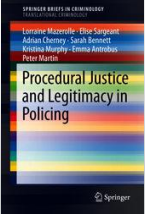

- Community Policing ----
 - Omaha 360




61

What We Know Does Work...

- Procedural Justice
- Best method of increasing public trust and legitimacy...
 - Allow people to tell their story, listen, question
 - Neutrality in decision-making, explain why
 - Treat with dignity and respect, even if arresting
 - Act out of benevolence toward them, that you have their best interests at heart

62

What We Don't Know...



- Increasing Department Size
- Just more of same ole same ole
- What cops do on the street matters more than department size.




63

What We Don't Know...



- Some Community Policing Programs
- Neighborhood Watch
 - Mixed results as crime control depends on activity
 - Putting up signs doesn't work
 - Must have active communication
 - Difficult in multi-family areas

64

Resources

- Resource on Program Evaluation:
- www.crimesolutions.gov

65

Resources

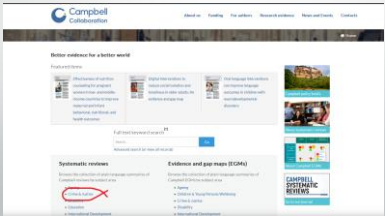

- Resource on Program Evaluation:
- www.popcenter.org




66

Resources


- Resource on Program Evaluation:
- <https://www.campbellcollaboration.org/better-evidence>

67

Now What???

- We now understand what we need to do...
- So how do we do it???
- Using the resources you are given...
 - Staffing
 - Scheduling
 - Deployment
 - Training
 - Field Work and Trauma Informed Investigations
 - Supervision
 - Audits and Inspections
 - Leadership



68

Now What???


STAFFING



69

Patrol Staffing Level


- Historical staffing...X officers per 1,000 pop.
- 1/3 On Call, 1/3 Admin, 1/3 Uncommitted time
- Historical staffing model
 - 1975 PCAM Patrol Car Allocation Model - RAND Corp.
 - Computes the number of officers required to:
 - Answer calls
 - Response Time
 - Provide preventive patrol on all streets in the city
 - Provide a certain level of uncommitted time



70

Patrol Staffing Level


- PCAM now Public Domain
- University of North Texas CJ (MAPP)
- ICMA Whitepaper – “Rule of 60”
 - 60% of sworn officers in the Patrol function
 - No more than 60% available time on call
 - Call for service time should not exceed 60 officer minutes



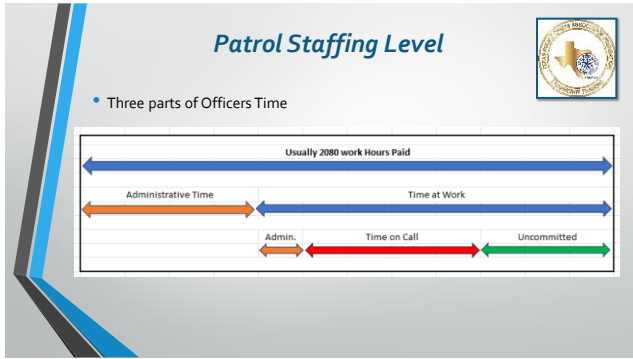
71

Patrol Staffing Level

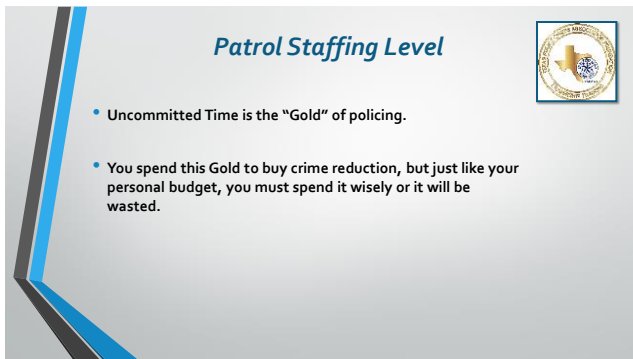
- TPCA Patrol Staffing Program
 - Time needed or “Workload” model
 - Workload analysis is current recommended method
 - Recommended by both IACP and ICMA
 - Computes time needed to answer calls, and adds time needed for Uncommitted Time (30% usually for standard policing, 40-45% for Community Policing)
 - Considers admin time per officer
 - Computes total number of officers needed for patrol



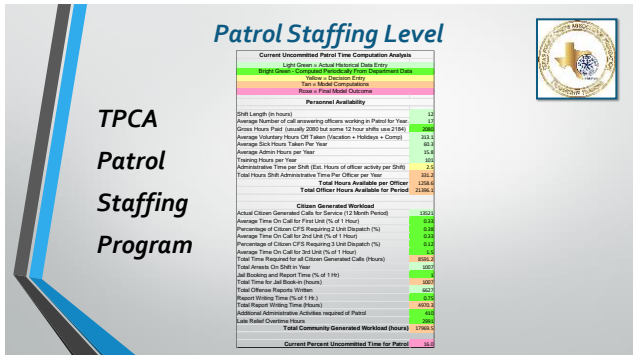
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73



74



75


Patrol Staffing Level



- No Guarantee you will get the officers you want...
- Parkinson's Law
"Work expands so as to fill the time available for its completion"
- Horstman's corollary to Parkinson's law:
"Work contracts to fit in the time we give it."
- Police Departments are Self-Adjusting – doing the most important things first...
- How many officers do you have to work with right now?

79


Patrol Staffing Level




- Before you develop a work schedule or develop beat or sector design – must first figure out how many officers you will have available for each shift.
- Then you need to determine your scheduling, then the number of beats or sectors...
- No need to develop more beats when they will go unfilled on regular basis.

80

Patrol Staffing Level




- CAD System Data
 - Determine Officers per shift
 - Need for Power Shift
 - Supervisors



81

Patrol Staffing Level

- Neither PCAM nor the TPCA Model will tell you how to schedule your patrol force.
- Shift scheduling software???
- Usually a manual task using Call Analysis Data



82

Now What???

SCHEDULING



83

Patrol Staffing Level

Public Operations Group (POG) for Patrol Support (2024-2025)

Shift	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Total
0100	1	1	1	1	1	1	1	7
0200	1	1	1	1	1	1	1	7
0300	1	1	1	1	1	1	1	7
0400	1	1	1	1	1	1	1	7
0500	1	1	1	1	1	1	1	7
0600	1	1	1	1	1	1	1	7
0700	1	1	1	1	1	1	1	7
0800	1	1	1	1	1	1	1	7
0900	1	1	1	1	1	1	1	7
1000	1	1	1	1	1	1	1	7
1100	1	1	1	1	1	1	1	7
1200	1	1	1	1	1	1	1	7
1300	1	1	1	1	1	1	1	7
1400	1	1	1	1	1	1	1	7
1500	1	1	1	1	1	1	1	7
1600	1	1	1	1	1	1	1	7
1700	1	1	1	1	1	1	1	7
1800	1	1	1	1	1	1	1	7
1900	1	1	1	1	1	1	1	7
2000	1	1	1	1	1	1	1	7
2100	1	1	1	1	1	1	1	7
2200	1	1	1	1	1	1	1	7
2300	1	1	1	1	1	1	1	7
2400	1	1	1	1	1	1	1	7
2500	1	1	1	1	1	1	1	7
2600	1	1	1	1	1	1	1	7
2700	1	1	1	1	1	1	1	7
2800	1	1	1	1	1	1	1	7
2900	1	1	1	1	1	1	1	7
3000	1	1	1	1	1	1	1	7
3100	1	1	1	1	1	1	1	7
3200	1	1	1	1	1	1	1	7
3300	1	1	1	1	1	1	1	7
3400	1	1	1	1	1	1	1	7
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3700	1	1	1	1	1	1	1	7
3800	1	1	1	1	1	1	1	7
3900	1	1	1	1	1	1	1	7
4000	1	1	1	1	1	1	1	7
4100	1	1	1	1	1	1	1	7
4200	1	1	1	1	1	1	1	7
4300	1	1	1	1	1	1	1	7
4400	1	1	1	1	1	1	1	7
4500	1	1	1	1	1	1	1	7
4600	1	1	1	1	1	1	1	7
4700	1	1	1	1	1	1	1	7
4800	1	1	1	1	1	1	1	7
4900	1	1	1	1	1	1	1	7
5000	1	1	1	1	1	1	1	7
5100	1	1	1	1	1	1	1	7
5200	1	1	1	1	1	1	1	7
5300	1	1	1	1	1	1	1	7
5400	1	1	1	1	1	1	1	7
5500	1	1	1	1	1	1	1	7
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6000	1	1	1	1	1	1	1	7
6100	1	1	1	1	1	1	1	7
6200	1	1	1	1	1	1	1	7
6300	1	1	1	1	1	1	1	7
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6900	1	1	1	1	1	1	1	7
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8100	1	1	1	1	1	1	1	7
8200	1	1	1	1	1	1	1	7
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8500	1	1	1	1	1	1	1	7
8600	1	1	1	1	1	1	1	7
8700	1	1	1	1	1	1	1	7
8800	1	1	1	1	1	1	1	7
8900	1	1	1	1	1	1	1	7
9000	1	1	1	1	1	1	1	7
9100	1	1	1	1	1	1	1	7
9200	1	1	1	1	1	1	1	7
9300	1	1	1	1	1	1	1	7
9400	1	1	1	1	1	1	1	7
9500	1	1	1	1	1	1	1	7
9600	1	1	1	1	1	1	1	7
9700	1	1	1	1	1	1	1	7
9800	1	1	1	1	1	1	1	7
9900	1	1	1	1	1	1	1	7
10000	1	1	1	1	1	1	1	7



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Patrol Staffing Level

- CAD System Data
 - Calls for Service by Day of Week



Day	Approximate Calls
SUN	155
MON	170
TUE	170
WED	175
THU	175
FRI	185
SAT	175

85

Patrol Staffing Level

- CAD System Data
 - Calls for Service by Hour of Day



86

Patrol Shift Constraints

- Must place officers on streets to best match Citizen Generated workload.
- Must provide for a minimum of 40 hours per week per employee. (?)
- 24 Hours must be broken into minimum number of "Shifts" to minimize supervisor requirements. (?)
- Each shift will require pre-shift briefing period. (?)
- Shifts must start at hours where families can easily adjust and employee sleep hours are consistent.
- Schedules should allow as many weekend days off as possible.
- No planned schedules should be longer than 12 hours.
- No 12-hour shift should have more than 3 working days in a row.
- Others?

87

Most Commons Shifts


- 8 Hour (Fixed Shift Hours – Fixed Days Off)
- 8 Hour (Fixed Shift Hours – Rotating Days Off)
- 8 Hour (Rotating Shift Hours – Fixed/Rotating Days Off)
- 10 Hour Shifts (Fixed or Rotating Hours/Days Off)
- 12 Hour Shifts (Fixed or Rotating Hours)



88

First Steps

- Get CAD Data (Matrix – Calls by Hours and Days of Week)
- Analyze Data
 - Any days significantly different from others
 - Any seasons significantly different from others (new CAD data)
- Determine likely staffing available
- Poll employees on shift preferences
- Evaluate different options
 - Expect 20 percent no-show from schedule
 - Consider combinations (12-hour and 8-hour)
- Small departments must consider officer safety concerns




89

Shift Decisions

- 8 Hour Shifts


Example

- 6 officers 11p-7a
- 8 officers 7a-3p
- 14 officers 3p-11p
 - 2 of 14 officers early 10a – 5p




90

Shift Decisions




- 10 Hour Shifts
- Requires 5 Teams if Rotating (Forward)
- Requires 6 Teams if Fixed




91

Shift Decisions




- 12 Hour Shifts
- 4 Teams required
- 8 officers 6p – 6a
- 12 officers 6a-6p
- 2 work 8a – 6p
- 2 work 12p – 12a



92

Shift Decisions



- ◆ Use Interactive Shift Reviewer on Thumb Drive... or
- ◆ <https://www.shift-schedule-design.com>

93

Shift Decisions

- Exception to Fair Labor Standards Act for Public Safety

Fact Sheet #8: Law Enforcement and Fire Protection Employees Under the Fair Labor Standards Act (FLSA)

Revised March 2011

Characteristics

Fire protection personnel include firefighters, paramedics, emergency medical technicians, rescue workers, and fire personnel, or hazardous material workers who:

1. are involved in suppression;
2. have the legal authority and responsibility to engage in the suppression;

94

Shift Decisions

- Personnel Requirements

Coverage	Shift Length		
	8-Hour	10-Hour	12-Hour
1 per shift	6	6	4.2
2 per shift	9	12	8.4
3 per shift	12.6	15.75	12.6
4 per shift	18	21	16.8
5 per shift	21	27	21
6 per shift	25.2	31.5	25.2


95

Shift Decisions

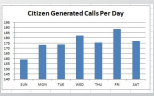
- Rotating or Permanent Shifts?
- Different activity on each shift – rotation keeps officers from getting bored
- How do you change shifts?
 - Entire shift rotate? (keeps supervisor)
 - Equal size shifts???
 - Sign-up by seniority (with rules or without)
 - Assigned by department need (FTOs, Canine, etc.)

96

Shift Decisions




- How do you account for the Unusual Events, seasonal variations.
- Looking at the Calls by Day of Week you can schedule officers in a manner that best covers weekly variations. (Pull each shift's calls for service by day of week and set days off to cover)
- Each shift may have different heavy days...



97


Shift Decisions



- No one can afford to staff where there are never any busy days.
 - Slower in Winter, Heavy in Summer
- Consider Vacation sign up...limit in high periods
- Remember, new generations see sick time as a right.
- Expect 20 percent no show for every shift.

98

Shift Decisions





- How do you account for the Unusual Events, seasonal variations.
- Think about your call priority system
 - Some calls get higher lower priority during summer
 - Some calls get higher lower priority during storms
 - Increase telephone or on-line reporting
 - Alternative responses, Non-sworn follow-up

99

Shift Decisions


- Dispatchers can change citizen expectations and improve department image and trust.
- *If dispatcher says, 'I'll send an officer....the citizen expects to see the officer immediately...*
- *If the dispatcher says, 'I'm sorry but all our officers are busy at the moment on other calls, 'I'll send an officer when one is available and have him call when he is on the way... (obviously on lower priority calls)*

100

Sleep Deprivation

How fatigue and sleep deprivation affects performance and your personal safety



101


Sleep Deprivation

How many of you are already sleepy?




102

Sleep Deprivation



Adult humans need 7-8 hours of sleep daily...


How Much Sleep Do You Really Need?	
Age	Sleep Needs
Newborns (0-2 months)	12-18 hours
Infants (3 to 11 months)	14 to 15 hours
Toddlers (1-3 years)	12 to 14 hours
Preschoolers (3-5 years)	11 to 13 hours
School-age children (5-10 years)	10 to 11 hours
Teens (10-17)	8.5-9.25 hours
Adults	7-9 hours

Source: National Sleep Foundation

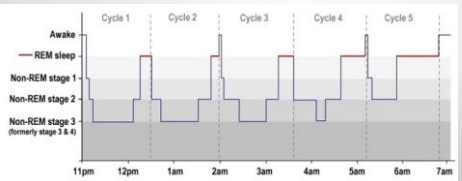
To get 7 hours of psychologically beneficial sleep, you have to be in bed for 8 hours...

103

Sleep Deprivation




Normal Sleep Cycle...



104

Sleep Deprivation




Continued sleep deficit (not enough sleep over several days) is cumulative and must be repaid at some point...

Sustained wakefulness decreases performance and is more severe if working with a pronounced Sleep Deficit.

Approximately 18 hours of wakefulness = 0.07 EBAC
 Approximately 24 hours of wakefulness = 0.10 EBAC


105

Sleep Deprivation




Accident Risk increases exponentially with hours at work.

At the 12 hour of a shift, the accident risk is almost double that of the first 8 hours.



Percentages of crashes due to fatigue as a function of hours of driving



106

Sleep Deprivation



Computing your Risk...

Step 1: Hrs. awake since you last awakened = ____ hours of wakefulness

Step 2: Hrs. of sleep debt (Subtract hours of sleep from your basal sleep requirement over previous 48 hours) ____ hours debt


Step 3: Total - Add Steps 1 & 2 = ____ Total Hours

Use the chart below to determine equivalent BAC performance.

Hrs. Awake	Equivalent BAC
10 Hours	0.00
12 Hours	0.01
14 Hours	0.03
16 hours	0.05
18 Hours	0.07
20 Hours	0.09
22 Hours	0.10
24 Hours	0.14

107


How SD affects the Body and Mind...



- Difficult to maintain Attention
- Lack of awareness of poor performance
- Channeled attention – focus on a minor problem
- Inability to see the gravity of the situation
- Inability to anticipate danger
- Decreased Vigilance
- Increase in false positives – Problem identified as not serious when it was...
- Failure to see or appreciate warning signs

108

How SD affects the Body and Mind...



Reaction Time

- Slowed response to normal and emergency stimuli
- Failed altogether to respond to normal or emergency stimuli

Problem Solving Ability

- Flawed logic
- Difficulty with cognitive processing
- Applied inappropriate corrective action
- Failed to accurately interpret situation
- Poor judgement of distance, speed or time

109


How SD affects the Brain...




The scan on the left shows brain activity during cognitive tests after a normal night's sleep, compared with a sleep-deprived brain, on the right. The comparison between the scans was stark: after being sleep deprived, the brain was well under par - there was much less going on up there.


110

How SD and Fatigue can affect Police



All BAD...

- Decreased vigilance, less likely to see or interpret threats...
- Decreased response time and accuracy with firearms



111

How SD and Fatigue can affect Police

All BAD....

- Highest impact on Night Shift, obviously
- Circadian rhythms show higher risk periods

112

What can You Do to Protect Yourself?

- 1. Make Sleep a priority!**
If you have trouble sleeping, see a sleep disorder specialist!
- 2. Understand your limitations** – not a Superman just because you wear a uniform...
- 3. Avoid any off-duty jobs prior to your shift** – get rest before shift if at all possible.
- 4. Be aware of Circadian Rhythms = Rule of Thumb:**
Lowest level of Alertness: 3am to 5am
Next Lowest: 3pm to 5pm


113

What can You Do to Protect Yourself?

- 5. Use Light to reset your biological clock.**
Bright lights will restore some alertness
Reduce light as you travel home to sleep (sunglasses)
- 6. Use food (healthy) to reset body and increase energy.**
- 7. Get out of the car...walk...healthy snack... change activity.**
- 8. Emergency: Use a Power Nap, 20 minute best.**
(not in the cemetery!)

114


What can You Do to Protect Yourself?




9. Understand that an acute emergency, like those often found in police work, can trigger an adrenaline dump which will give an immediate physical energy boost, but will not reduce the decreased decision making ability that sleep deprivation produces.

115

Patrol Staffing Level



- Other Resources to assist Patrol
 - Online Reporting
 - Telephone Reporting
 - Use of Non-Sworn employees in Patrol
 - Public Safety Officer
 - Animal control
 - Minor Report Only Calls
 - Crime Scene Search
 - Traffic assistance
 - Non-enforcement Backup
 - Use of Volunteers in Patrol



116


Now What???



DEPLOYMENT

117

Deployment Decisions




- How do you want them deployed around the city???

 - What do you want your officers doing? Have you told them???
 - Do you want to establish beats, sectors, areas, etc?
 - Community Policing – permanent beats best

- How many beats?
 - How many officers are you likely to have on the smallest shift?
- What about Hot Spots? Do they change?

118


Deployment Decisions



- Beat Design Thoughts
 - Never split natural neighborhoods
 - Use natural obstacles, main roads, to make areas easier to remember
 - Consider Special Needs (Business Area, Crime Hot Spots, High traffic areas.
 - Consider ease of travel.
 - Use your field officers input.

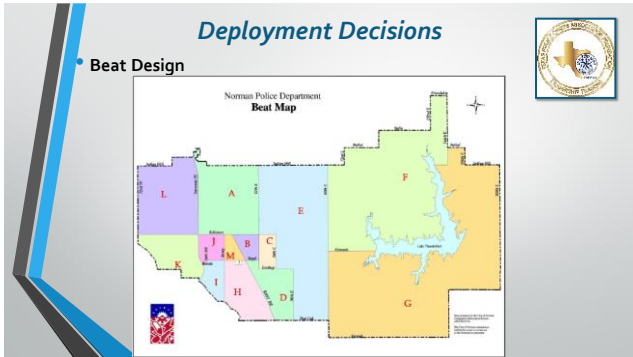
119

Deployment Decisions

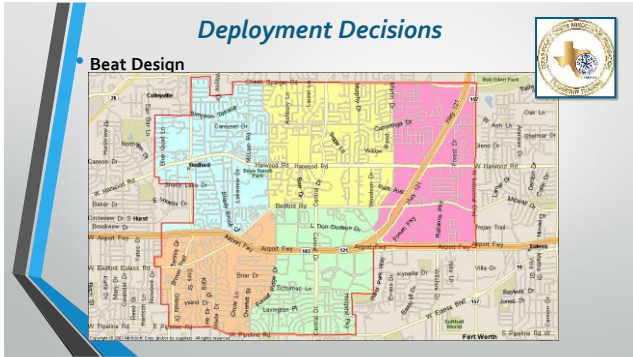


- Beat Design Thoughts
 - Beats can be designed to equalize workload or equalize response time.
 - Police officers prefer equalized workload... allows officers to have about equal time for self initiated activity.

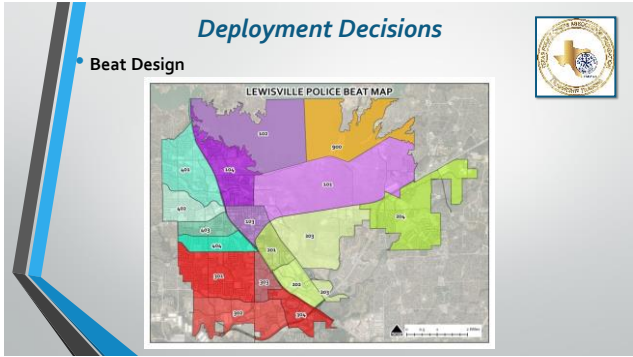
120



121



122



123

• **Beat Design**

The map shows North Richland Hills divided into seven districts: District 1 (green), District 2 (orange), District 3 (light green), District 4 (pink), District 5 (purple), District 6 (yellow), and District 7 (light blue). A legend on the left lists streets for each district. A police badge icon is in the top right corner.

124

Now What???

- You now have the officers you will have...
 - Maybe enough, maybe not, but it is what it is...
- You have them scheduled to best cover the Citizen's Calls for Service...
- You have them deployed (beat assignments) the way you want...
- You have identified Hot Spots (Maybe, if you choose to do so) and provided instructions as to when and how often officers should attend to the hot spots...
- What else do you need to give your officers to obtain the best performance???

125


Now What???

TRAINING

126

Patrol Training


- What are you and the department concerned about???
- Use of Force
- Hands on Defensive Tactics
- De-escalation / Crisis Communications (Slow things down)
- Active Shooter
- Tactical Emergency Casualty Care
- Procedural Justice
- Hot Spot Policing
- Problem Oriented Policing
- Mental Health Call Response
- Implicit Bias (?)
- Trauma Informed Investigations
- Roll Call - Vincible



127

Patrol Training


- So, what is your role in Training?
- As a Supervisor
- As a Watch Commander
- As Patrol Commander



128

Patrol Training

- So, what is your role in Training?
- Analyze your training!
- Assign responsibility for instruction
- Get it done!
- Document it!
- Sit in, be part of the training. Show that it is important!



129


Now What???



SUPERVISION

130





Supervision



- Span of Control - How many do you need???
- Depends on what you have a supervisor doing
 - Working supervisor
 - Investigations
 - Personnel evaluations / complaint investigations
 - Camera reviews?
- Needs time to actually supervise and train
- Department should have someone "in charge" that citizens can access 24/7

131

Supervision








- Span of Control
 - Smaller departments, 1 Sergeant on shift with 1 Corporal as backup
 - Larger departments, Lieutenant as Watch Commander, multiple sergeants
- Single supervisor – up to 5-8 personnel if working supervisor, investigations and camera reviews.
- Single supervisor – up to 10-12 personnel for just field response when needed and management.

132

Supervision

- Usual Supervisory Duties
 - In charge of a shift or area
 - Briefing, Inspection, and Assignment
 - Field Response for problem events
 - Review all officer arrests and reports
 - Provide direction and expectations
 - Performance evaluation, formal and informal
 - Training, Counseling, and Motivating employees
 - Keep higher-level officers apprised of incidents

133

Supervision



- Other Optional Supervisory Duties
 - Investigate complaints on Officers
 - Investigate Use of Force incidents (detailed)
 - Do periodic camera reviews
 - Responsibility for Community Policing Area
 - Problem Oriented Policing
 - Community Meetings
 - Acquiring resources




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Supervision

- Supervisory Investigations
 - Investigation of Use of Force
 - Investigate Every Use of Force
 - Structured investigation
 - Include tactics leading up to
 - Opportunity for De-escalation
 - Consider video review of all arrests and all use of force
 - Consider video review for all Contempt of Cop arrests
 - Require report with attachments

135


Supervision



- Other Optional Supervisory Duties
 - Crime Reduction Activities...
 - Identify hot spots and/or target activities?
 - Direct officer assignments to hot spots or other problem areas?
 - Actively control officer discretion?

136


Supervision



- Expectations?
 - Have you told your officers/supervisors what you expect of them?
 - How do they know if you don't clearly tell them?

137


Patrol Expectations



1. Professionalism and Integrity:
 - Officers will uphold the highest standards of professionalism, ethics, and integrity. This includes treating all individuals fairly, respecting constitutional rights, and adhering to department policies.
 - You will be truthful in all investigations, reports, documents, and interviews. You will never tell me a lie. You will not fail to tell me anything I should know about an incident. (Lie by omission)
 - Respond to all assigned calls without delay.
 - Be aware of current crime trends and patterns in the patrol area. Officers should use this information to guide their proactive efforts.
 - Properly handle, document, and submit evidence according to departmental protocols.

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Patrol Expectations




5. Officer Safety and Wellness:

- Officers will prioritize their own and others' safety. Proper equipment use, situational awareness, and adherence to safety protocols are crucial.
- Officers will attempt to de-escalate the issue when force appears necessary and avoid using force if at all possible. If force is necessary, officers will use the least amount of force required to resolve the issue. Officers will immediately provide appropriate medical care to anyone injured during the use of force.
- Wellness includes physical health, mental well-being, and stress management.
- Officers will inform me immediately if you are feeling unwell, fatigued, taking prescription medications, or if in any manner unable to properly perform your duties safely.

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Motivation



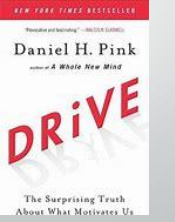
- How do we motivate officers to do their best job?
- Money? Monetary Performance Plan?
- Threat of Discipline/Transfer?
- Good/Bad Performance Evaluation?

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Leadership and Morale



- What Motivates Us?
- Not Money, at Least Not Primarily.
- What Causes Us to Lose Motivation?
- Daniel Pink – DRIVE
 - AUTONOMY
 - MASTERY
 - PURPOSE




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Motivation



How do you allow officers Autonomy, Mastery, and Purpose?

Autonomy – They work independently, allow that but with supervision and recognition for good work. Allow them input into decisions.

Mastery – Educate and teach with training, and recognition for good work.

Purpose – Remind them often that policing is a noble profession that only a few can do. We are working as a team to provide safety and security to our community. We are the Guardians.

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Audits and Inspections




- Daily Inspections
 - Officer personal inspection
 - Awake, sober, grooming, etc.
 - Uniform, clean and complete, shoes shined
 - Equipment, vest, weapons, less lethal, SABA
 - Vehicle cleanliness – public perception
 - Required reports completed by officers
 - Communications Equipment and Cameras
 - Use of equipment in field



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Audits and Inspections



- Monthly Inspections (or every two weeks)
 - Weapons inspection, sidearm, holster, rifle, shotgun.
 - Including serial numbers...
 - Less Lethal, Taser, Pepper, baton, etc.
 - Vehicle internal cleanliness, equipment, service, tires.
 - Other issued equipment. (Go Bags) Tactical Medical Kits
 - Body Worn Camera reviews
 - Performance Audits (actual work – calls, stops, cites, etc.)

Don't Expect what you Don't Inspect. Trust but Verify

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Audits and Inspections



- Use of Force Reporting / Investigations (Prone positions)
- Training records
 - Required Refresher Courses
 - Firearms Qualifications
 - Training Hours for License
- Off-Duty Jobs
- Vehicle / Foot Pursuit Reports
- DWI –Overtime?

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Audits and Inspections



- Field Supervision
- Uncommitted time by Officer
- Calls by Beat
- Multiple Call Location
- Hot Spot Locations

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Audits and Inspections



- Racial Profiling
- Arrests by type and race
- Contempt of Cop Arrests
- Multiple Offense Citations
- Citation No-shows/Warrants by officer

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Audits and Inspections



- Audits and Inspections are Supervision!
- They show employees what is important and that people are watching.
- Trust, but verify.

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MORALE



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Morale



- Morale can determine whether a workgroup enthusiastically and voluntarily attempts to achieve a departments goals...To do the things they should be doing or NOT.
- It can also cause a workgroup to begrudgingly only do the minimum required.

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Morale

- Low morale in a police agency, if actual and pervasive, and not the creation of a small group who have personal issues with police administration, can be detrimental to overall law enforcement operations.

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Morale

- Low morale can cause:
 - Distraction
 - Poor Performance
 - High Absenteeism
 - Decreased Productivity
 - Increased Accidents
 - Dramatic Errors
 - Disfunction




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Morale




- Low Morale is almost always a Leadership problem.

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Morale



- Outside department Audits usually find:
 - Lack of Communication
 - Favoritism (Accountability)
 - Isolated Management
 - Micro-Management
 - Lack of respect
 - Dysfunctional department culture



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Leadership



- Is leadership just the Chief's job?

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Leadership




- How do you get to be a leader instead of just a manager?

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Leadership and Morale





- Improving Morale
- Requires caring about your employees and the department's mission
- Requires being open and honest with employees
- Communication and meetings
- Commending in addition to just disciplining when something goes wrong
- Not playing favorites
- Being involved, not disappearing into your office.



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Leadership and Morale

- **Improving Morale**
- It also requires employee engagement at a level not seen in prior decades.
- Today's generation of police officers demand to be a part of the process and it takes a lot of work.

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Leadership and Morale



- **A Leadership Formula for maintaining HIGH Morale**
 1. Be seen, in uniform, preferably.
 2. Communicate frequently, even with those you don't like (maybe especially)
 3. Show up in shift briefings, squad rooms, and in the field and talk informally with officers.
 4. Give credit and praise liberally, provide recognition whenever and where ever possible.
 5. Correct privately, and give reasons. Train!

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Department Culture



- People join good organizations, but they quit bad bosses...
- How do you create a great organization?
- You build a great culture.

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Department Culture



- What is a department culture?
- Shared Beliefs and Values
 - About Law Enforcement, justice, and public safety
 - Beliefs in duty, honor, service, integrity, and ethical behavior
 - Being part of the community
- Socialization and OJT
 - New officers learn unwritten rules and expectations

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Department Culture



- What is a department culture?
 - Rituals showing pride in agency and personal accomplishments (badge ceremonies, shift briefings, recognition of accomplishments, family)
 - Belief and reinforcement of resilience (support)
 - Understanding of the changed relationship with the community
 - Accountability and Transparency

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Department Culture



- How do supervisors and chiefs establish a healthy culture?
 - Be approachable, engage regularly, be seen in the field
 - Share information on departmental decisions, issues, and problems
 - Invest in training, develop clear career pathways
 - Celebrate achievements, acknowledge exceptional work, recognize above and beyond
 - Encourage physical and mental well-being, foster team-building, break down silos
 - Be visible; model the behavior you expect
 - Address harmful or toxic behavior immediately, ensure fairness and consistency, don't play favorites, let people know you appreciate their work

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Department Culture



- Dealing with Toxic or Poor Performers?
 - Set clear expectations – ensure clear understanding
 - Provide clear feedback on performance regularly
 - Identify underlying issues – what is causing the lower performance???
 - Identify potential solutions
 - Establish accountability – expected improvements and timing

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Department Culture



- Dealing with Toxic or Poor Performers?
 - Offer training and development, change in responsibilities, (not lower), changes in assignments...
 - Encourage positive behavior – recognize and reward positive behavior and accomplishments
 - Foster open communications – check in daily to ensure they have resources necessary
 - Take Decisive Action – If no improvement, if not meeting expectations, take the necessary actions to preserve the team.

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Department Culture



- People join great organizations, but they quit bad bosses.
- It is up to you, not the other guy...

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Closing



QUESTIONS / CONCERNS / SUGGESTIONS

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Texas Police Chiefs Association Foundation
"Courses Focusing on Leadership"



Managing Patrol Operations
16-hour Course for Patrol Supervisors and Commanders

Marlin Price **Scott Holt**
817-676-3023 **254-366-4899**

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Texas Police Chiefs Association Managing Patrol Operations

Abstracts and Overviews of Studies of Programs

Note: The following are available abstracts taken from the various reports and overviews as taught in the MPO class. Many of the full reports are included in the digital resources provided.

1. Annotation (KC Preventative Patrol Experiment)

This article describes the results of the Kansas City (Mo.) Preventive Patrol Experiment of 1972 and its effects on resource allocation within the Kansas City Police Department.

Abstract

A 15-beat 32-square mile area in Kansas City was divided into three groups--reactive, proactive, and control--of five beats each. In the five reactive beats, routine preventive patrol was eliminated. In the proactive beats, the department doubled or tripled the normal level of police patrol vehicles assigned to these beats by the allocation of additional patrol cars and the presence of units available for assistance calls in the reactive beats. In the remaining five beats, the control group, the normal level of preventive patrol, one car per beat, was kept. Results indicated no statistically significant differences in crime in any of the 69 comparisons that were made between reactive, control, and proactive beats. Further, police arrests showed no statistically significant differences in the 27 comparisons made between reactive, control, and proactive beats. In addition, citizen fear of crime was not significantly affected by changes in the level of routine, preventive patrol. The Kansas City Police Department now uses a Direct Patrol Deployment System which involves a highly efficient use of manpower and crime statistics, crime prevention techniques, and citizen involvement. Citizen needs for routine, preventive patrol are still met because the criminal element is not aware of variations in patrol. Additional research is necessary to determine the effectiveness of different law enforcement procedures. Further, the Kansas City experiment demonstrates that such research can be conducted within police departments. A chart is included.

2. Annotation (Team Policing – 7 Case studies)

Examination of team policing approaches in seven cities, analyzing problems experienced in planning, implementation, and evaluation.

Abstract

The concept of team policing is generally intended to strike a new balance between the needs for police centralization for efficiency and community needs for police decentralization in order to increase responsiveness to the problems of citizens. In theory, team policing calls for reorganization of the patrol force to include one or more quasi-autonomous teams, with a joint purpose of improving total police services to a particular neighborhood and increasing job satisfaction of the patrol officers. This study examines team policing as it was experienced in seven cities - Holyoke, Massachusetts, Richmond, California, Dayton, Syracuse, Detroit, Los Angeles, and New York City. Some preliminary indications are given of why team policing has worked better in some cities than in others. The reports, which are subjective accounts by eye-

witness researchers, contain a brief background of the city and the department and a description of that particular team program, pinpointing individual successes and shortcomings.

3. Annotation (San Diego Field Interrogation Experiment)

This report presents a summary of the objectives, design, conduct, and evaluation of tests of alternative field interrogation (fi) policies conducted by the San Diego Police Department.

Abstract

The study was conducted to determine the major effects of three alternative departmental policies for conducting field interrogations. In the control area, field interrogations were conducted with no change from normally practiced activities. In the special fi area, field interrogations were conducted only by officers who were given special supplementary training focusing on methods for reducing friction between interrogator and subject. In the no-fi area, field interrogations were suspended for the 9-month experimental period. Community attitude surveys were conducted in each of the areas both prior to and following the experimental period and a variety of data was collected for analysis. Analysis consisted of examining data to determine changes occurring within each area during pre-experimental, experimental, and post-experimental periods and comparing changes to identify differences that could be associated either with suspension of fi or special training. The analysis supported the hypothesis that some level of fi activity, as opposed to none, provides a deterrent effect on suppressible crime in localized areas and that neither frequency of fi or amount of training had a major influence on citizen opinions and attitudes. Results are held to be generally applicable to san diego, due to traditional fi activity and training there. (author abstract modified)

4. Annotation (Kansas City Response Time Analysis)

This article includes the first set of data resulting from a response time analysis study conducted under contract for the Kansas City, Missouri, Police Department.

Abstract

Previous response time research is described. Objectives of this study focus on identification and analysis of operational problems related to police response time and their effects on other aspects of the police services. The three components of response time being examined were occurrence and detection, reporting and dispatching, and response arrival and citizen contact. Follow-up interview, tape content analysis, and field observational instruments supply comprehensive data on factors involved with each time element along the response time continuum. Additional data were obtained from victim injury follow-ups, arrest follow-ups, and by placing simulated emergency calls to the dispatcher. Preliminary analysis of data on 69 robbery calls indicated that the majority were made through the crime alert number, with the bell company operator handling most of the others. At least 69 percent of the respondents were satisfied with the dispatcher, officer response time, and officer activity on the scene. Data accumulation was to continue for six more months before a detailed analysis would be performed. (author abstract modified)

5. Annotation (Wilmington Split Force Patrol Experiment)

An 18-month test of the split-force patrol concept, based on separation of the call-for-service response and the crime prevention function, found that routine calls were handled more efficiently and arrests improved.

Abstract

The Wilmington, Delaware, split-force patrol experiment was formally conducted from December 1, 1975, through November 30, 1976, with a 6-month design period. The police department was so pleased with the results that it continued split patrols past the test period. In general, each of the two patrol forces handles its own functions but is available to assist the other in emergency situations. The call-response group handled 20.6 percent more calls per officer. Since many of these calls were routine, it was possible to reduce the number of two-person patrols. This increased the need for backup cars 2.6 percent. Overall there was an 18 percent increase in manpower efficiency. The structured crime prevention patrols had a 105.5 percent increase in crime clearances, and arrests were of higher quality. This is due to immediate followup after a felony. However, this increase came at the expense of a 61.4 percent drop in clearances for the detective bureau. Lack of communication and cooperation also resulted. It is suggested this can be mitigated by a more function-oriented work structure and by better management of the detective workload. A benefit was better accountability to management and better direction. The design of the experiment, the design of the evaluation, time statistics, basic workload statistics, arrest-related statistics, and basic patrol procedures are included in this report. Disadvantages of the experiment have been that, while delay time has decreased, travel time has increased: overall response time has not changed. There is also a lack of sector identity. It is suggested that the dispatcher hold noncritical calls until the car in that sector is not busy. It is a matter of policy to inform the caller that there may be a 30-minute delay on noncritical calls when all units are busy.

6. Annotation (Kansas City LOP and POP)

Report describing the results of an evaluation of three approaches to criminal apprehension tested by the Kansas City Police Department.

Abstract

Regularly providing data on known serious offenders to patrol units through a crime information center (cic) produced increased arrests among those offenders and has been implemented by the department. The other two approaches were location-oriented patrol (lop), surveillance of areas with notably high crime rates and perpetrator-oriented patrol (pop), surveillance of selected groups of potential criminal offenders. The report shows that, although location-oriented patrol by the department's tactical unit appeared to be somewhat more effective than perpetrator-oriented patrol, neither represented a substantial improvement over the more usual mix of tactical unit activities. Since the experimentation with the three approaches was completed, tactical units have been decentralized to district patrol stations. (author abstract modified)

7. Annotation (San Diego 1-2 Man Units)

The relative safety and efficiency of one-man versus two-man patrols are discussed, with reference to evidence supporting each side of the debate.

Abstract

In cities where one-man patrol predominates, there is persistent pressure from police unions and from the rank and file to move toward two-man cars. In many cities where two-man cars predominate, there is pressure from police administrators concerned about patrol coverage and from city officials concerned about tax rates to use one-man cars wherever possible. Each side of the debate claims that its system is safer and more efficient. A year-long study of the San Diego Police Department concluded that one-man cars were safer and more cost-effective than two-man units. Despite the San Diego findings, judgments as to how many officers to assign to a patrol car continue to be subjective. The experience of older eastern and midwestern cities indicates a general preference for the two-officer patrol. The pattern in most cities with high crime rates is to use a mixture of one- and two-officer units on the day shift and all two-officer units on evening and late-night shifts. New York City had used all two-man units day and night in all neighborhoods for 15 years, but was forced by financial limitations to convert partially to a one-officer system in 1977. Details of the San Diego study are reviewed. Leading proponents of both sides of the debate are quoted.

8. Annotation (Flint Foot Patrol Study, 1978)

This text describes the criteria used to evaluate a neighborhood foot patrol program and discusses the results of that evaluation.

Abstract

Three methods of data gathering and evaluation were used: (1) several hundred interviews were conducted with community residents, block club leaders, business people, clergy, foot patrol officers, and others; (2) members of the research team talked with community residents and police officers informally; and (3) the daily, weekly, and monthly reports of the foot patrol officers were sampled to determine how they had used their time. Results reveal that in the year before the inception of the Foot Patrol Program, there were 4,085 crimes reported in the 14 experimental areas. In 1981, the year of the final evaluation, there were only 3,730 crimes reported in these areas. Further, almost 70 percent of the citizens interviewed during the final year of the study felt safer because of the Foot Patrol Program. Of the 280 residents interviewed during the third year, 42 percent said they knew exactly what the duties of the foot patrol officers were; additionally, more than 64 percent said they were satisfied with the program, and more than 61 percent said that protection for women, children, and the aged had been increased. Finally, more than 90 percent of the 280 residents interviewed were aware of the Foot Patrol Program; most agreed that foot patrol officers were more effective than motorized officers. Forty tables are included. Appendixes provide study instruments and additional data.

9. Annotation (Includes Birmingham Differential Response Study with 3 others)

Current police practices in response to citizen calls for service are explored, and a decision model for applying response alternatives is presented.

Abstract

The results and the model are based on (1) a review of literature establishing present police call classification and response practices, (2) a survey of over 200 police agencies exploring service response practices, and (3) an in-depth exploration of police responses in 4 selected cities (Birmingham, Ala.; Peoria, Ill.; Hartford, Conn.; and San Jose, Calif.). Research results indicate that nearly all citizen calls for service are answered with the dispatch of a patrol unit. In many cases, however, this response does not significantly advance the collection of evidence, apprehension of suspects, availability of witnesses, or citizen satisfaction. Although 80 percent of the agencies surveyed use some form of alternative to dispatching a patrol unit, none of the departments appear to have developed a system for applying a full range of differential responses to different types of citizen calls for service. Designed by a team of police practitioners and researchers, the decision model consists of three essential components: (1) a set of characteristics to define a type of incident; (2) a time factor to identify the relationship between the time the incident occurred and the time the call was received by the police; and (3) a full range of response strategies, including delayed sworn officer response, telephone reporting, and referral of the caller to another agency. Since it has not been tested or evaluated operationally, the model is presented as a point of departure and needs to be adapted to the requirements of individual departments. The study includes detailed appendixes on the staffing of the project, the survey instruments and tables, and the results of the study in chart form. Approximately 120 references are included.

10. Annotation (Newark Foot Patrol Experiment)

This text evaluates the effectiveness of the year long police foot patrol experiment in Newark, N.J., to determine if the advantages of foot patrols in urban areas warrant the expense.

Abstract

The study encompasses three designs. The first compared the attitudes of foot patrol officers to motor patrol officers in all 28 New Jersey cities receiving State funding for foot patrols. The second studied reported crime in areas of Elizabeth, N.J., comparing areas with steady foot patrol coverage before and after initiation of the Safe and Clean Neighborhoods program in 1973 to areas with no preprogram patrol coverage. The third design used matched sets of beats in Newark to compare the effects of continuing and discontinuing foot patrols. Outcome measures were reported crimes, arrests, victimization, fear, and satisfaction of residents and merchants. Findings indicate that actual crime levels experienced by all respondents were not affected by foot patrols. Although residents were aware of the foot patrols and felt that crime was diminished by their presence, commercial respondents did not note an increase in patrols and perceived an increase in the crime problem. These contradictory responses probably resulted from the fact that foot patrols were used mainly at night when commercial establishments were closed. Moreover, multiple layoffs and unrest among police during the last stages of the experiment had a greater influence on merchants than on residents. Residents in areas with added foot patrols indicated greater reduction in use of protective measures than

persons in other experimental areas. Overall, foot patrols improved citizens' (not merchants') feelings of safety under the most difficult urban circumstances. While the findings do not warrant a wholesale return to foot patrols, they may serve as an important part of police strategies to cope with current problems in congested urban areas and also as a valuable tool in crime information gathering. Foot patrols could be made more effective by providing special training and raising the status of foot patrol officers. Other suggestions are to increase their integration into neighborhood activities, their use for service calls, and also their use at times of highest street activity. A bibliography and tables are provided.

11. Annotation (Breaking Away From Broken Windows – Book 2001)

This book uses data on recent Baltimore (Maryland) crime-reduction efforts to attack the "broken windows" thesis, which is the currently popular notion that by reducing or eliminating superficial signs of disorder (dilapidated buildings, graffiti, uncivil behavior by teenagers, etc.), urban police departments can make significant and lasting reductions in crime.

Abstract

The author examines three ways that "urban life" is eroded: through increasing neighborhood crime, through decreasing neighborhood quality, and by affecting residents' views about their neighborhood and their neighborhood safety. The statistical models that examine these outcomes draw on three broad areas of empirical and theoretical work: new urban sociology, human ecology, and views about neighborhood quality and safety. Specific chapters describe the work and theorizing in each of these areas in detail. The author argues that the measures for reducing urban crime touted in the "broken windows" thesis, while useful, are only a partial solution to neighborhood crime. The data from Baltimore's crime-reduction efforts support a materialist view, i.e., changes in levels of physical decay, superficial social disorder, and racial composition do not lead to more crime, but economic decline does increase crime rates. The book contends that the Baltimore example shows that in order to make real, long-term crime reductions, urban politicians, businesses, and community leaders must cooperate to improve the economic fortunes of those living in high-crime areas. 18 tables, 17 figures, chapter notes and references, and a subject index

12. Annotation (Minneapolis Domestic Violence Experiment)

This test of Minneapolis police methods for responding to domestic violence found that arrest was more successful in reducing recidivism than police counseling of the parties or barring the assailant from the home for 8 hours.

Abstract

The experiment, conducted from early 1981 to mid-1982, applied only to simple (misdemeanor) domestic assaults, where both the suspect and victim were present when the police arrived. The design called for each officer to carry a pad of report forms, color coded for the three different police responses. Each time the officers encountered a situation that fit the experiment's criteria they were expected to take the action indicated by the report form on the top of the pad. Police reports were given to the research staff for followup. A total of 330 victims were involved in the experiment. Repeat violence between the parties encountered by

the police was measured in two ways. Police records were reviewed over the 6 months following the initial police visit to determine if additional violence had been reported among the parties. Also, victims were interviewed over the 6 months after the initial police visit to determine if the violence against them had been repeated. Findings indicate that arrest was most effective in reducing recidivism. The report concludes with a brief discussion of the factors that suggest a cautious interpretation of the findings. Tabular and graphic data and 22 references are provided.

13. Annotation (POP in Newport News)

This assessment of the Problem-Oriented Policing Project in Newport News, Va., tested whether officers throughout a police agency could apply problem solving techniques as part of their daily routine and whether such problem solving efforts are effective.

Abstract

Current police practice is primarily incident-driven, which aims at resolving individual incidents rather than groups of incidents or problems. Problem-oriented policing, on the other hand, aims at solving persistent community problems by identifying, analyzing, and responding to the underlying circumstances that create incidents. The Newport News Police Department, a moderate-sized agency, was selected by the National Institute of Justice to serve as a pilot test of problem-oriented policing. A departmental task force designed a four-stage problem solving process which involved all members of the department in problem-oriented policing. A problem analysis guide was used by officers to develop responses designed to produce measurable outcomes. Three problem solving efforts have advanced far enough to permit judgments on their effectiveness. Burglaries in an apartment complex were reduced 35 percent, and robberies in the central business district were reduced by 40 percent. Thefts from vehicles in the parking lot of Newport News Shipbuilding were reduced 55 percent. The findings indicate that problem-oriented policing can be successful, and it deserves further experimentation. 12 tables, 5 figures, and 143 references.

14. Annotation (Minneapolis Repeat Call Program)

An analysis of calls made to the police over a 1-year period in Minneapolis demonstrates that police work is concentrated in a small number of locations and provides justification for assigning extra resources to these locations as a way of reducing total calls to police.

Abstract

Implicit in proposals for problem-oriented policing is a strong critique of the prevailing 'dial-a-cop' system of allocating most police resources on the basis of phone calls police receive. In this research, a data base was constructed from Minneapolis' computerized police call records for a 1-year period beginning December 15, 1985. Approximately one-third of the calls involved angry conflicts that could, or had already, erupted into violence. Actual or potential property crime accounted for 29 percent and traffic control 19 percent. Service calls, such as lockouts or medical aid, comprised 13 percent. Only 2 percent of all calls concerned stranger to stranger crimes against persons. The analysis revealed that 5 percent of the estimated 172,000 addresses and intersections in Minneapolis were the subject of 64 percent of 321,174 calls to the police. About 60 percent of the addresses produced no calls, and of the 40 percent with calls, over half had only 1 call. The top five locations with any calls produced 48.8 percent of the

calls. The paper describes the project's methodology and a proactive policing strategy to reduce calls being tried by the Minneapolis police. Graphs, tables, and 11 references.

15. Annotation (Re-Examining the Minneapolis Repeat Call Program)

This dissertation reexamines statistical findings of the 1987 Minneapolis Repeat Call Address Policing (RECAP) Experiment of the Crime Control Institute and Minneapolis Police Department, explaining results in the context of field observations and content analysis of officers' case files. Data set archived by the NIJ Data Resources Program at the National Archive of Criminal Justice Data, located at URL <http://www.icpsr.umich.edu/nacjd>.

Abstract

As originally designed the RECAP experiment created and examined the calls-for-service records of the 500 most active addresses (in terms of calls for police service) in Minneapolis, Minn. The data source was a series of archived "dump tapes" created by the Minneapolis Emergency Communications Center. This study corrects the main flaws of the original randomization, address fragmentation, and the presence of duplicate call lines. T-test procedures comparing reranked pairs of addresses (236) in reconstructed databases confirm the original findings of no statistically significant differences between treatment and control groups. Further analysis finds no differences in subgroups by type of address and none by type of crime. Statistically significant reductions are found for residential addresses with low levels of treatment (77); diminished statistical power restrains generalization. Qualitative sections examine RECAP in terms of officers' problem identification, resistance encountered, relationships to external agencies and within the police department, and problemsolving technologies. The experiment's definition of a problem as "an address with a high call load" did not always produce targets amenable to intervention. Problems at RECAP addresses were conglomerations of human interaction; the effectiveness of traditional crime-prevention activities was minimal. RECAP methods of problemsolving were primarily disseminating information, persuasion, coercion, and limited law enforcement actions. Resistance throughout the police department limited the effectiveness of actions that required support from patrol units. Interdependencies, process factors, and ethical issues raised by the problem-oriented tactics are discussed. A comparison of incident-driven policing to the problem-oriented policing is outlined. Appended tabular data and 135 references

16. Annotation (New Haven Directed Patrol)

An overview of this project which uses computerized crime data in patrol planning and in developing patrol strategies is presented.

Abstract

The directed deterrent patrol, developed by the New Haven Department of Police Services, was intended to supplement traditional random patrol. Computerized crime data are utilized to plan and develop patrol strategies in order to deter crime in target areas. A planning team develops step-by-step strategies and tactics in the form of written instructions in a special notebook. Officers are dispatched to perform in deterrent patrols ('d-runs') which correspond to these written instructions. Upon initiating a d-run, the officer consults the notebook for the

instruction sheet, which also acts as a valuable source for future strategies. The planning team monitors the project closely; its members plan document patrol strategies, collect and analyze crime data, and evaluate the results of the deterrent tactics. In the future, one hopes to train patrol supervisors in operation management skills that will enable them to equal the capabilities of the planning team. The future project will also replace the traditional beat structure by directed daily patrol activities. To accommodate the anticipated additional work load, the communications section will be refined. More efficient responses to calls-for-service will be established to create additional patrol work hours. Preliminary attempts have been made to measure the effect of directed deterrent patrol on crime rates. Results obtained over a 6-month period in d-run test areas (percent totals were maintained manually) indicated a marked decrease in crime frequency of reported target crimes. The directed deterrent patrol may be the preventive patrol deployment method for other police agencies to adopt.

17. Annotation (Phoenix Repeat Offender Program)

A randomized field experiment was used to evaluate the impact of efforts at post-arrest case enhancement by a special repeat offender unit of the Phoenix (Arizona) Police Department.

Abstract

Repeat offender programs (ROP) involve cooperation between police and prosecutors to identify, convict, and incarcerate offenders who are likely to be committing crimes at very high rates. In this experiment, offenders were assigned randomly to two groups, referred to as "experimentals" and "controls." The experimentals were the offenders assigned as targets of the ROP whose cases were to receive special attention by the ROP unit. The criteria used as a basis for identifying potential ROP candidates were: current activity, substance abuse, lifestyle, probation failure, felony convictions, prior juvenile record, past informant activity, family background, and method of operation. Analysis of follow-up criminal history records for the first 6 to 18 months after the initial assignment showed that offenders designated as eligible for ROP treatment were in fact high-risk individuals. There was no significant increase in conviction rate for the experimental cases, but there were significant increases in the likelihood of commitment to prison and in the length of term imposed. 4 tables, 4 figures, 14 footnotes, and 20 references (Author abstract modified)

18. Discussed in this Brief: The Kansas City Gun Reduction Program

An evaluation of a police patrol project to reduce gun violence, driveby shootings, and homicides in a patrol beat where the homicide rate was 20 times higher than the national average. Key issues: Gun crime is rising rapidly nationwide, while other types of crime are falling. The need for strategies to control gun crime is critical. If police could get more guns off the street, would there be fewer gun crimes? This was the question posed by the Kansas City Program.

19. Philadelphia Foot Patrol Study

This police foot patrol strategy involved rookie officers patrolling an average beat of 1.3 miles during one shift per day in hot spots in Philadelphia, PA. This program is rated Effective. Compared with the control areas, there were statistically significant reductions in reported violent crime in patrolled areas, although the effect faded once officers were removed from their targeted beats.

This program's rating is based on evidence that includes at least one high-quality

20. Annotation (New Haven Smart Policing Initiative)

This issue of the Smart Policing Initiative (SPI) Spotlight Report (August 2016) reviews the implementation and impact of the application of the SPI model to reduce rising rates of violent crime and the number of local shootings in New Haven, Connecticut.

Abstract

The targeted hot spot was one of the most violent neighborhoods ("Newhallville") in the city, as determined by data analysis of gun-related violence. Crime trends in Newhallville were compared to those in four comparison neighborhoods chosen for their similar histories of violent crime. Over the 13-week intervention period, Newhallville experienced a 19- percent reduction in violent crime throughout the neighborhood and a 36-percent reduction in violent crime within the high-risk areas of Newhallville. In the 13 weeks following the intervention, there was a further 41-percent decline in violent crime at the neighborhood level and a 56-percent decline in high-risk areas. The three-pronged intervention based on data analysis consisted of outreach and community engagement, especially with block groups; data-driven, enhanced police foot patrols; and a modified problem-oriented policing technique. The New Haven SPI experience has lessons for both police managers and line officers. For managers, the lesson is that the problem-oriented policing model is adaptable, and departments can modify it to fit challenges or situations unique to a particular community. For line officers, the lesson is that officer input and activity in intervention implementation, along with accurate data collection and feedback, are vital in the success of an intervention. 5 tables .

Patrol Staffing Computation

Version 2021.3 (9/9/21)

Citizen Demand	A. Enter Number of Citizen Generated Calls Dispatched for a full Year	<input type="text"/>	Calls
	B. Enter Average Time on Call (as a decimal of 1 hour - 45 minutes = .75)	<input type="text"/>	Hours
	C. Compute Total Time Needed to handle Citizen's Calls for Service (A x B)	<input type="text"/>	Hours
	D. Enter number of calls where Written Report required.	<input type="text"/>	Reports
	E. Enter Average Report Writing time (as decimal of 1 hour - 45 minutes = .75)	<input type="text"/>	Hours
	F. Compute Total Time needed to write Reports (D x E)	<input type="text"/>	Hours
	G. Enter Total Arrests made from Calls for Service (not On-View Arrests)	<input type="text"/>	Arrests
	H. Enter average time needed to process prisoner and reports (decimal)	<input type="text"/>	Hours
	I. Compute total time needed to process prisoners from Calls for Service (G x H)	<input type="text"/>	Hours
	J. Estimate total Special Assignment Hours per Year (Dept. Total)	<input type="text"/>	Hours
	K. Compute total time needed to handle Calls and S.A.. (Add C + F + I+J)	<input type="text"/>	Hours

Officer Availability	L. Standard Hours worked by police officers in one year.	<input type="text"/>	Hours
	M. Average Vac. Holiday, Comp Hours per officer per year.	<input type="text"/>	Hours
	N. Average Sick Hours per year per officer.	<input type="text"/>	Hours
	O. Average Admin Time (Workers Comp, Suspension, Berevement) per officer.	<input type="text"/>	Hours
	P. Average Training Hours per officer per year.	<input type="text"/>	Hours
	Q. Compute average officer work hours per year. (Subtract M,N,O, and P from L)	<input type="text"/>	Hours

Admin.	R. Enter Number of Hours per Shift	<input type="text"/>	Hours
	S. Compute Average number of shifts worked by officer in one year. (Q/R)	<input type="text"/>	Shifts
	T. Estimate Average Administrative and unrecoverable Time per officer per shift.	<input type="text"/>	Hours
	U. Compute Total Administrative Time per officer for year. (S x T)	<input type="text"/>	Hours

Computations	V. Compute actual total Work hours per officer per year. (Q minus U)	<input type="text"/>	Hours
	W. Enter desired percentage of time for Self initiated Activity (decimal)	<input type="text"/>	
	X. Reenter Total Time Needed to handle Citizen Calls (from K above)	<input type="text"/>	Hours
	Y. Compute Total Time Needed for Calls and Self Initiated $X/(1 \text{ minus } W)$	<input type="text"/>	Hours
	Z. Compute number of Officers Needed (Y / V)	<input type="text"/>	Officers